



rganizational support is provided in two phases through the Advancement Program. In Phase I, a year of technical assistance and long-range planning, management consultants retained by the Endowment provide on-site consultancies to help grantees. As a result, each grantee crafts a multi-year strategic plan. Phase II grants help participants implement their plans. These grants must be matched three dollars in nonfederal support for every federal dollar awarded.

The 30 organizations participating in the 1995 Phase I are from the following disciplines: arts in education, museums, music, presenting and theater. Historically, arts organizations that have participated in Advancement have been remarkably individual; nonetheless, certain shared characteristics are apparent. Growing needs for audience development, marketing, comprehensive fundraising, effective budgeting, and accounting are high priorities. As developing organizations frequently undergoing change, they view the opportunity to analyze what is happening to them and to visualize their future as crucial to their sustainability. Advancement consultants provided sensitive, flexible guidance, giving participants the chance to emerge strengthened, with renewed commitment, and better able to follow their chosen path.

From its beginnings in 1983, Advancement served over 450 organizations defying simple categorization. For example, one of the 1995 Phase I participants, the Montana Repertory Theatre (MRT) is in residence at the University of Montana. Established as a professional Equity touring company in 1977, MRT is a professional, community-oriented theater that brings live, artistically excellent performances and educational outreach to rural and urban areas. Over the last three years, the touring roster of MRT has grown dramatically. Productions have increased from one show per season to four, and the region has expanded from seven to twelve states. Part of the touring expansion was due to the addition of small, one-van-tour shows to accommodate presenters who could not afford the fee for a Rep performance. One of their priorities during Phase I is evaluation and strengthening of this program as well as developing systems for tour sponsor support.

Another 1995 Advancement participant bringing art to rural areas is the Fort Smith Symphony in Arkansas. Founded in 1923, the Fort Smith Symphony is committed to providing professional symphonic music that reflects the diversity of the Arkansas River Valley region. The symphony draws audiences from four counties in Arkansas and three counties in Oklahoma to its five-concert subscription series, and it also performs a free outdoor concert and pops concert. While the programming has contributed to a stable audience, the orchestra would like to attract an even larger, more diverse audience. During Phase I, they will do extensive marketing research in hopes of attracting this audience.

Colorado Music Festival in Boulder received a grant this year to implement elements of the multi-year plan developed during Phase I. Since its inauguration in 1977, the Festival has promoted an appreciation for musical art through its operation of an international professional orchestra. With the completion of the planning process, the Festival has positioned itself to move forward. It formed a new Programming Committee to reinstate a roster of nationally recognized interdisciplinary projects as well as continuing education outreach concerts. Marketing and development were focus areas during Phase I, ensuring that the metropolitan Denver area and the Rocky Mountain region will be aware of their access to high quality performances at the Festival.

Another Phase II grantee is the Woolly Mammoth Theatre in Washington, D.C. Woolly Mammoth is a small, professional theatre committed to producing innovative new plays, developing a company of outstanding Washington actors and initiating additional art projects in the broader community. The company has received 28 Helen Hayes nominations and eight awards and is widely acclaimed for its boldness and professionalism. One of their first outreach projects called OUTSIDE WOOLLY incorporates three major components: a mural trail leading to the theatre; a series of performance, poetry, movement, and visual arts workshops with professional artists and community-based organizations; and a major outdoor production for the summer.



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**"Ghosts," a  
production of the  
Deep Ellum Theatre  
Group/Undermain  
Theatre in  
Dallas, Texas.**

# A D V A N C E M E N T

**68 awards**      **\$2,084,978**  
**2 cooperative**  
**agreements**      **\$996,922**

## Phase I Awards

The following organizations received nonmatching special needs grants of \$6,000 for a 15-month period of management assistance and strategic planning, culminating in the creation of a written multi-year strategic plan.

30 awards      \$180,000

**Bang on a Can, Inc.**  
 New York, NY

**Brava! For Women in the Arts**  
 San Francisco, CA

**Center for Photography at Woodstock, Inc.**  
 Woodstock, NY

**Chicago Chamber Musicians**  
 Chicago, IL

**Climate Theatre**  
 San Francisco, CA

**Concord Community Music School**  
 Concord, NH

**CSC Repertory, Ltd./Classic Stage Company**  
 New York, NY

**Deep Ellum Theatre Group/Undermain Theatre**  
 Dallas, TX

**Emmanuel Music, Inc.**  
 Boston, MA

**Festival of Music, Inc.**  
 Englewood Cliffs, NJ

**Friends of Olympia Station/New Pickle Family Circus**  
 Santa Cruz, CA

**Fort Smith Symphony Association, Inc.**  
 Fort Smith, AR

**Gallery Association of New York State, Inc.**  
 Hamilton, NY

**Grand Opera House, Inc./The Grand**  
 Wilmington, DE

**Indian Hill Arts, Inc.**  
 Littleton, MA

**Langston Hughes Cultural Arts Center**  
 Seattle, WA

**Madison Repertory Theatre**  
 Madison, WI

**Montana State University/Montana Shakespeare in the Parks**  
 Bozeman, MT

**Multicultural Education and Counseling through the Arts**  
 Houston, TX

**New Theatre**  
 St. Louis, MO

**Pegasus Players**  
 Chicago, IL

**Queens Symphony Orchestra**  
 Long Island City, NY

**Redwood Cultural Work**  
 Oakland, CA

**Round House Theatre, Inc.**  
 Silver Spring, MD

**Syracuse Children's Chorus, Inc.**  
 Syracuse, NY

**Texas Institute for Arts in Education**  
 Houston, TX

**University of Montana/Montana Repertory Theatre**  
 Missoula, MT

**University of South Florida/Contemporary Art Museum**  
 Tampa, FL

**Yellow Barn Music Festival**  
 Putney, VT

**Young Audiences, Inc. of Denver**  
 Denver, CO

## Management Activities

The following cooperative agreements were made to review applicants and provide technical assistance to Phase I grantees.

2 cooperative agreements      \$996,922

**Arts Resources and Technical Services**  
 Los Angeles, CA      \$224,940

To support management site visits to assess the readiness of applicants to participate in Advancement Phase I.

**The Bay Group**  
 San Francisco, CA      \$771,982

To support management of consulting and management assistance services to developing arts organizations selected for participation in Advancement Phase I.

## Phase II Awards

The following organizations were awarded Advancement Phase II Awards of \$50,131 each to help implement the strategic plans these groups created in Phase I of Advancement.

38 awards      \$1,904,978

**Alice B. Theatre Association**  
 Seattle, WA

**Arizona State University Art Museum**  
 Tempe, AZ

**Arkansas Repertory Theatre**  
 Little Rock, AR

**ARTS Boston**  
 Boston, MA

**University of California/California Museum of Photography**  
 Riverside, CA

**Cantata Singers**  
 Cambridge, MA

**Chicago Children's Choir**  
 Chicago, IL

**Children's Theatre**  
 Winston-Salem, NC

**Choral Arts Society of Washington**  
 Washington, DC

**Chorus of Westerly**  
 Westerly, RI

**Colorado Music Festival**  
 Boulder, CO

**Corporate Design Foundation**  
 Boston, MA

**Cultural Odyssey**  
San Francisco, CA

**En Garde Arts**  
New York, NY

**Horse Cave Theatre**  
Horse Cave, KY

**Jazz in the City/  
San Francisco Jazz Festival**  
San Francisco, CA

**Laguna Gloria  
Art Museum**  
Austin, TX

**League of Historic  
American Theaters**  
Washington, DC

**Lower Manhattan  
Cultural Council**  
New York, NY

**Macon Symphony  
Orchestra**  
Macon, GA

**Milwaukee  
Chamber Theatre**  
Milwaukee, WI

**National Jazz Service  
Organization**  
Washington, DC

**Portland Baroque Orchestra**  
Portland, OR

**Pro Arte Chamber  
Orchestra of Boston**  
Cambridge, MA

**San Francisco Arts  
Education Foundation**  
San Francisco, CA

**San Francisco  
Early Music Society**  
Berkeley, CA

**Santa Fe Desert Chorale**  
Santa Fe, NM

**Schoharie Museum  
of the Iroquois Indian/  
Iroquois Indian Museum**  
Howes Cave, NY

**Society for the Preservation  
of New England Antiquities**  
Boston, MA

**Underground  
Railway Theatre**  
Arlington, MA

**Unity Concerts  
of New Jersey**  
Montclair, NJ

**Ventura County  
Symphony Association**  
Ventura, CA

**Vermont Symphony  
Orchestra Association**  
Burlington, VT

**Wheeling Symphony Society**  
Wheeling, WV

**Wooly Mammoth Theatre**  
Washington, DC

**Young Aspirations  
Young Artists/YA/YA**  
New Orleans, LA

**Zachary Scott  
Theatre Center**  
Austin, TX

**Zeitgeist**  
St. Paul, MN